

City Manager's General Fund
Structural Deficit Task Force
INITIAL STRATEGIES LIST

Revenue Strategies

A.1. Increase Tax Revenue		
CSA	STRATEGY	ANALYSIS STRATEGY
SS	Admission Tax / Entertainment Ticket Surcharge	Benchmark / Review against best practice jurisdictions / Obtain city research & supplement
SS	Review Business Tax Fees & Exemptions, Consider Indexing These to Inflation	Benchmark / Review against best practice jurisdictions / Obtain city research & supplement
SS	Voter Approved Taxes: TOT	Benchmark to comparable cities / Obtain City research and supplement
SS	Voter Approved Taxes: Sales Tax	Benchmark to comparable cities / Obtain information on 1/8 cent potential
SS	Payroll Tax	Research in conjunction with business license analysis. SF and Oakland have tax
SS	Tax Amnesty	Examine results from San Jose and other large cities. What else might be doable in San Jose
SS	Reduce and Broaden Utility tax	Evaluate the results in Oakland and other cities who have submitted this issue to the voters
SS	Raise Property Transfer Tax	Benchmark to comparable cities / Obtain City research and supplement

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A.2. Assessments		
CSA	STRATEGY	ANALYSIS STRATEGY
CED	Voter Approved Taxes: Special Assessments	Benchmark to both comparable cities and State Controllers report / Obtain city research and supplement
NS	Voter Approved Taxes: Citywide Lighting / Landscaping District	Benchmark to both comparable cities and State Controllers report / Obtain city research and supplement
PS	Charge Clubs Etc with Cost Recovery for Downtown Public Safety Overtime Costs (Entertainment Zone)	Discuss with department. Estimate magnitude. Review prior report
A.3. Fees and Service Charges		
CSA	STRATEGY	ANALYSIS STRATEGY
SS	Ensure Cost Recovery Fees to 100%	Benchmark to both comparable cities and State Controllers report / Obtain city research and supplement. Target areas where fees may not fully cover costs
TAS	Raise Parking Fees and Change Policy for Distribution to Gen Fund	Get information on current distribution. Benchmark against comparable cities. Examine Sacramento model as SC Report shows them as tops among large cities
PS	Reimbursement for Fire Responses (EMT)	Discuss with department. Estimate magnitude. Consider rolling into cost recovery category as a subset
PS	False Alarm Fees - Change Levels of Fines	Discuss with department. Estimate magnitude. Consider rolling into cost recovery category as a subset
SS	Renew Emergency Communication System Support (ECSS) Fee	Benchmark
SS	Add Investigator Collectors to Collect Outstanding Accounts Receivables	Discuss with department. Estimate magnitude. Consider rolling into cost recovery category as a subset

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A.3. Fees and Service Charges (Cont'd.)		
CSA	STRATEGY	ANALYSIS STRATEGY
TAS	Litter Fee	Research Oakland results
CED	Advance Planning Surcharge	Get information on current City program and determine if it is maximized under State Law
CED	Records Surcharge	Get information on current City program if any
NS	Increase Recreation Fees	Benchmark against other cities
PS	Implement a New Fire Facility Fee	Determine if peer communities have such a fee
SS	Establish a New Administrative Fee on the Business License Tax	Determine if peer communities have such a fee
PS	Renegotiate EMS Contract with the County to Get Reimbursement for Medic Costs	Benchmark against other cities
A.4. Debt Instruments		
CSA	STRATEGY	ANALYSIS STRATEGY
SS	Issue Technology Bonds	Meet with Department
SS	Pension Obligation Bonds (Federated)	Interview City staff

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A.5. Other Revenue Measures		
CSA	STRATEGY	ANALYSIS STRATEGY
SS	Corporate Sponsorship of Facilities	Review City policy. Review San Diego County program
CED	Economic Development Activities	Meet with City staff. Reference Dallas McKinsey Study
SS	Increased State and Federal Grants	Benchmark against State Controllers Report and peers